

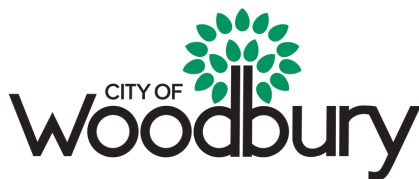
Public Engagement: Urban Tree Canopy Update



Prepared by
Bill Baker, Jamie Kennedy,
Kathryn Stower, Naomi Rodiles

Students in PA 8081: Public Participation Capstone
Instructor: LisaBeth Barajas, Humphrey School of
Public Affairs

Prepared in Collaboration with
Kristin Seaman,
Environmental Resources Specialist,
City of Woodbury



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The contents of this report represent the views of the authors, and do not necessarily reflect those of RCP, CURA, the Regents of the University of Minnesota, the Metropolitan Council, or the City of Woodbury.



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Resilient Communities Project

University of Minnesota
330 HHHSPA
301 – 19th Avenue South
Minneapolis, Minnesota 55455
Phone: (612) 625-7501
E-mail: rcp@umn.edu
Web site: <http://www.rcp.umn.edu>

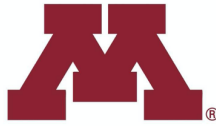


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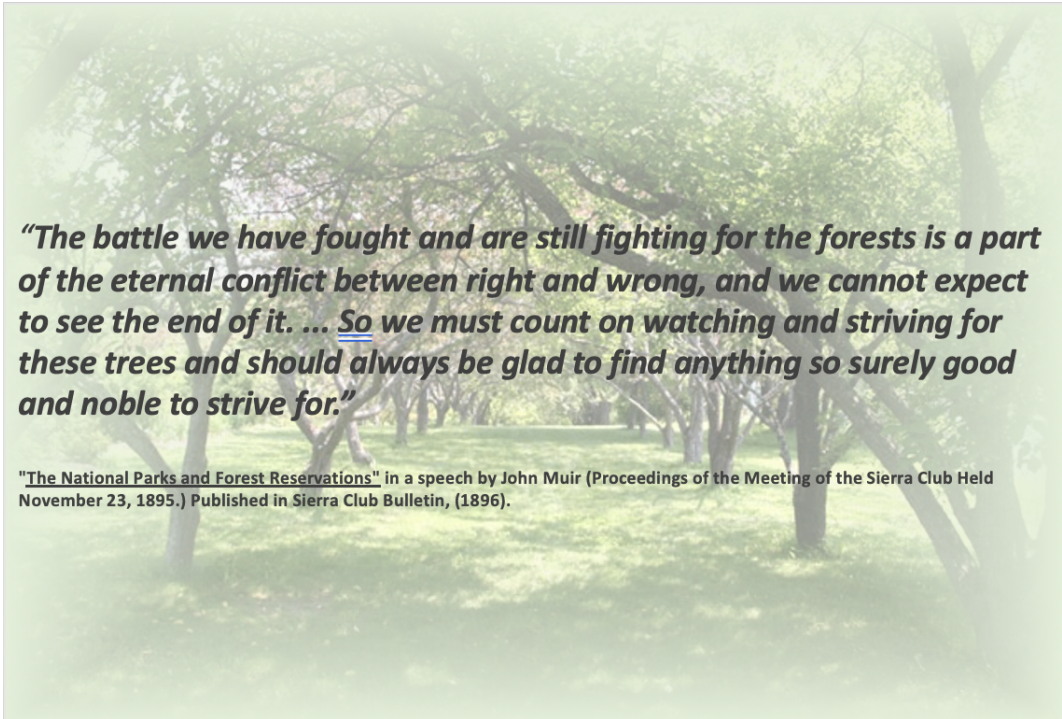
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Woodbury Urban Canopy Public Engagement Capstone Project Final Report



“The battle we have fought and are still fighting for the forests is a part of the eternal conflict between right and wrong, and we cannot expect to see the end of it. ... So we must count on watching and striving for these trees and should always be glad to find anything so surely good and noble to strive for.”

"The National Parks and Forest Reservations" in a speech by John Muir (Proceedings of the Meeting of the Sierra Club Held November 23, 1895.) Published in Sierra Club Bulletin, (1896).

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Introduction

The City of Woodbury has identified critical success factors related to environmental stewardship as part of its 2040 plan. A core area of focus is improving the city's urban forest, with significant public investments being made to increase its urban tree canopy. The main goals of the initiative include: equitably increasing the city's percentage of tree canopy coverage; and reviewing and updating the approved tree species list to address plant diversity, introduction of pests, and shifting plant hardiness zones.

However, increasing the urban tree canopy is not just about increasing the number of trees. More trees are good for the community as a whole, but not all groups benefit equally. Benefits of trees include shade, storm water control, and increased home values. Negative impacts include potential additional maintenance for individual property owners, gentrification, and displacement of vulnerable populations as property values and cost of rent increases.

The City recognizes that any decisions made to increase the urban tree canopy need to be made in partnership with a broad group of stakeholders. In an effort to ensure appropriate public engagement for this initiative, the City has partnered with the University of Minnesota through its Resilient Communities Project to develop proper guidance for public engagement.

Problem/ Opportunity Statement:

The City of Woodbury wants to ensure future investments to distribute urban tree canopy and city tree services continue to be equitable. Now facing restrictions and limitations due to Covid-19, the City's traditional public engagement strategies are not viable.

This document outlines the recommendations, guidelines, and tools developed to enable the City to facilitate informative and inclusive public engagement during the COVID-19 pandemic and beyond. It also summarizes the research and analysis that informed the strategies. The recommendations and tools in this document are designed to work together to overcome resident barriers to participation.

Recommendations:

1. Coordinate efforts of multiple departments and organizations around trees.
2. Cultivate a vision of a "Woodbury Ideal" that includes trees.
3. Reach community groups.
4. Use multiple engagement tools when engaging each different audience.
5. Build long-term relationships with historically underrepresented groups, community groups, and private landowners.



Context

Woodbury's 2040 Comprehensive Plan describes how tree canopy contributes to community resiliency. The City began this effort in 2009, when it started drafting an Urban Forestry Plan, which was completed in 2011. The 2011 Urban Forestry Plan commits to performing a canopy assessment and tree inventory on a recurring 10-year schedule (Figure 1). The City is currently in the process of performing the first 10-year update. The 2011 Urban Forestry Plan lays out goals for future expansion of the urban canopy, to 30% citywide canopy by 2030 and 40% canopy by 2040. The goals were slated for implementation through changes to city ordinances, new public policies, volunteer action, and community education.



Figure 1: Woodbury Urban Forestry Plan update timeline

The City targeted a number of actions as possible tactics to preserve, maintain, and increase its tree canopy (City of Woodbury, 2011):

- Enacting a comprehensive tree preservation ordinance
- Undertaking an open space acquisition program
- Maintaining a diseased tree inspection and control program on city properties
- Adopting major roadway corridor landscape guidelines
- Requiring tree planting on boulevards for all new subdivisions
- Holding an annual Arbor Day celebration



- Implementing a Tree Incentive Program to encourage residential tree planting
- Developing commercial landscape standards
- Controlling invasive species such as buckthorn

Resources and capacity will necessitate increasing the canopy on both public and private land. The City of Woodbury can use public lands as a model to demonstrate canopy goals, as canopy cover on public lands already meets the City's 30% goal (City of Woodbury, 2011). To meet these canopy goals citywide, the City will need to increase the involvement of the public to get their buy-in. A sense of ownership and commitment to maintenance of the trees is critical to long-term success of the canopy. Move from informing the public to involving them, because community members will be more invested in projects that they have had a hand in shaping.

Several projects will inform decisions about how to increase the canopy effectively and equitably, and also diversify tree species across the city.

Figure 2: Projects that inform Woodbury's decision making



- Urban Tree Canopy Plan Update: The technical analysis that is currently underway by Savatree will assess the existing canopy across the Woodbury's land uses and neighborhoods, and changes to the canopy over time. This will help the City understand what land offers the potential for canopy development, an important baseline for updating the Urban Tree Canopy Plan with specific priorities to reach the City's long-term canopy goals.



- RCP Capstone group: This report by graduate students from the Humphrey School of Public Affairs provides tools and strategies to help the City consider public opinions, needs, and the lived experience of residents alongside technical analysis in any decision-making process around increasing the tree canopy. The work includes reviewing the existing conditions and updating numbers, goals and policies to promote equity and resilience. A robust and inclusive engagement process will support Woodbury’s efforts to educate residents on the importance of the urban forest and how they can provide feedback, in order to update the Urban Tree Canopy Plan to ensure the plan equitably increases the city’s percentage of tree canopy coverage. In addition, this engagement approach will shape future investment in the tree canopy over the coming decade.
- RCP Urban Forestry class: The work by the graduate and undergraduate students (instructed by Dr. Eric North in the Department of Forest Resources at the University of Minnesota) will provide additional layers of analysis that show the distribution of Woodbury’s urban canopy resources by race and socioeconomic status of residents, highlight the possibility of involving indigenous knowledge in land management, and identify future considerations for forest resiliency in the face of challenges posed by climate change and new pests and pathogens. This is critical information for understanding the equity implications of future canopy development priorities.

Process/Methods

Project Phases and Work Plan

The following narrative seeks to explain and justify the Project Work Plan chart found in Appendix D.

Figure 3: Project Phases



Exploring the Current Space (February)

Up to this point in the project, our main focus has been seeking to understand the project and engagement context as thoroughly as possible. Our major research questions for this phase of the project were:

- *What is the purpose of the engagement plan? Change management? Inform specific decisions?*
- *Does Woodbury have a Public Engagement Plan?*
- *Are there any other documents that guide the urban tree canopy program and the 2030 and 2040 plans?*
- *Has the City done an assessment around technology access?*
- *Who should be considered stakeholders for the Woodbury Urban Tree Canopy Plan?*
- *What barriers exist to including these stakeholders in public engagement efforts?*
- *What are best practices for equity in public engagement processes?*
- *What are best practices for public engagement in virtual or remote settings?*
- *How have other communities engaged the public around trees?*
- *How has Woodbury engaged its residents in the past?*

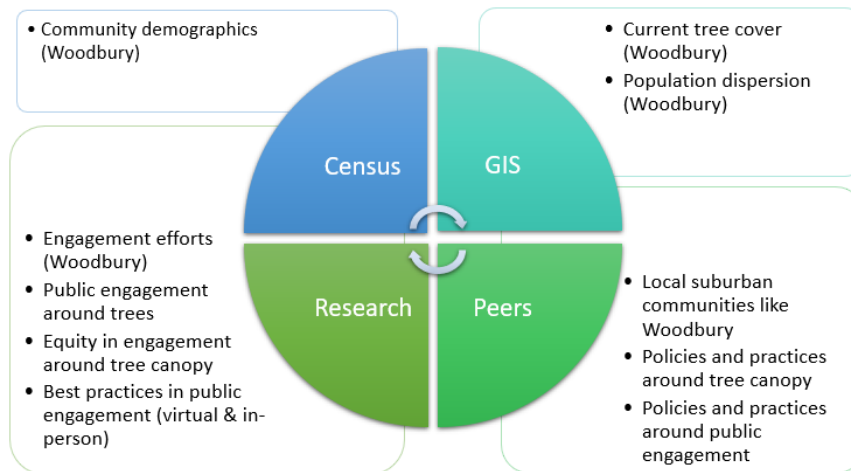
To answer these questions, we did extensive background research on engagement practices and conducted research interviews with key City of Woodbury staff to get a preliminary understanding of the stakeholders and previous approaches to public engagement. This research helped us define our project scope and formulate the rest of the work plan. The findings from these explorations can be found in the Environmental Scan summary on page 11.

Environmental Scan

Initial research focused on the analysis of four main sources of data and information: census, GIS, academic literature, and policies in other local municipalities.



Figure 4: Data Sources for Research, Part I



- Conducting a quantitative analysis of the census data for the City of Woodbury helped us to get a better understanding of the demographics of the community, and later helped inform the development of a series of personas that can be used by City leaders to develop more equitable engagement processes.
- Spatially viewing Woodbury's existing canopy and census data using GIS gave us an initial broad idea into where current canopy resources intersect key resident demographics.
- We researched the existing landscape around both public engagement in general, and public engagement related to urban tree canopies. This included a review of literature related to best practices in facilitating engagement and building community engagement around trees, as well as current community engagement efforts in Woodbury (related to both trees and other local issues). We specifically included research of equity in tree canopy/natural resources and equity considerations in public engagement, to ensure that our recommendations would promote environmental justice. Due to the changing nature of public engagement during the COVID-19 pandemic in 2020, we also sought to better understand emerging public engagement practices, which include many new uses of digital platforms.
- Review of existing policy documents and guidance resources from other suburban communities in the Twin Cities Metro Area included the Cities of Lakeville, Maple Grove, and River Falls (Wisconsin).



Refining Understanding and Generating Ideas (March)

Beginning in February 2021, we began conducting a wider-ranging series of interviews with stakeholders and others in order to refine our understanding of the project context. Our primary research questions for this phase were:

- *What are the decision-making points in the Urban Tree Canopy Plan revision process where public input should be included?*
- *How do stakeholder groups think about trees? What messaging might compel them to participate in public engagement efforts?*
- *Where are the under-represented groups in Woodbury?*
- *How do different organizations engage with under-represented groups?*
- *What kind of engagement has been effective around urban tree canopy/ green spaces?*
- *What kinds of engagement have been effective during COVID?*
- *How have entities other than the City of Woodbury engaged Woodbury residents?*
- *How do different groups participate in City of Woodbury engagement efforts?*

To answer these questions, we conducted research interviews with key City of Woodbury staff, engagement practitioners from other agencies or organizations, and Woodbury residents. The findings from these interviews can be found in the Findings from Interviews section of this report (page 12). The interviews informed our understanding of the timeline for engagement around Woodbury's urban tree canopy and what kind of resources might be available to implement engagement strategies, as well as providing many ideas of engagement efforts that have been successful at reaching diverse groups of people in the community. These conversations have allowed us to refine our understanding of the stakeholders and the barriers that Woodbury may face in successfully engaging them. In particular, it has become clear that there are stakeholder groups such as renters, low-income residents, and BIPOC communities, that have not been well represented in past engagement efforts in Woodbury. These identities often intersect and compound marginalization felt by these individuals. Our background research also indicates that these groups are not always well served by tree canopy development efforts either. This reinforces the need to make a concerted effort to include them in this engagement. The City does not have strong relationships with these groups, and there may be a lack of trust stemming from previous engagement efforts. Our toolbox will therefore include tool designs that are aimed at purposefully and inclusively engaging key stakeholder groups who are less likely to be heard from in general engagement settings. A description of the tools is included in future pages.



Interviews

Figure 5: Who was interviewed?



Over the course of two months we interviewed seventeen people who live and work in and around the City of Woodbury, as well as communities with similar population or tree canopy goals. These interviews gave us additional insights into engagement practices and urban tree canopy development efforts that added to what we had learned in the review of census data, GIS, academic literature, and policies in other local municipalities. The interviews followed a standard Interview Guide that we developed to fit the goals of this project for three different audiences: Woodbury staff, non-Woodbury professionals, and residents. (See Appendix D for a complete list of interviewees and the Interview Guide).

Developing, Testing, and Improving Tools (April)

As we moved into the final phase of the project we began developing prototype engagement tools that we felt were most appropriate to the goals and challenges of Woodbury's Urban Tree Canopy Plan update. We received feedback from engagement practitioners and potential stakeholders, which informed the next round of modifications and adjustments to all of the tools in the Engagement Toolbox (See Appendix A). Primary questions for this phase were:

- *What kinds of engagement tools might best meet Woodbury's primary goals?*
- *What messaging might compel different stakeholder groups to participate in public engagement efforts?*
- *How widespread is technology access for Woodbury's residents?*
- *How does engagement look different around public versus private tree canopy?*



- *What other organizations share similar goals who might collaborate with the City on the tree canopy update?*
- *What engagement resources already exist that we could draw on for engagement around the urban tree canopy plan update?*

Changes to the Plan

Our team was initially charged with developing practical strategies for engagement that could be used to effectively engage the full range of community voices virtually and in-person; inform and educate community members about the importance of urban trees and an urban canopy plan, and the possibilities for providing input; provide opportunities for residents to share their opinions, needs, and concerns about urban green spaces with the City; and involve community members in decision-making around the future of Woodbury's tree canopy (taken from the Memorandum of Agreement signed in January 2021).

The first half of this list of goals has remained relatively unchanged throughout the five months of the project. We have developed engagement strategies that can be used during in-person as well as virtual engagement efforts to educate residents about the importance of trees and the urban tree canopy plan. We have also included tools that provide opportunities for residents to share opinions, needs, and concerns about greenspaces (focusing on trees) in Woodbury. However, the remaining goals have proved to be a bit more challenging. The process for revising the Urban Tree Canopy Plan has not yet been determined by city staff, because they are awaiting the final report from Savatree, which will be shared after our Capstone project concludes. Therefore, our group does not have enough information at this time to determine the "possibilities for providing input" on the Urban Tree Canopy Plan and specific ways in which community members might be involved in "decision-making around the future of Woodbury's tree canopy." We have tried to develop more general tools that can enhance the revision process of the Urban Tree Canopy Plan, although we did not have specific deadlines or decision-points to work with.

The original vision for an engagement toolbox included research products such as "engagement surveys, a brief on the current state of tree equity, and other educational materials." We have included one survey tool rather than multiple surveys, since Woodbury staff expressed a familiarity and comfort with the use of surveys as a tool. In the Environmental Scan section of this report (below), there are findings on tree equity in communities across the United States. The RCP forestry class group is working simultaneously on a report that will analyze the tree equity of Woodbury specifically. Some of our tools would be considered "educational materials" to inform the public, but many promote more active engagement in the process. The more we learned about the community, past engagement efforts, and equitable practices in tree canopy development, the more our thinking about the purpose of this engagement effort shifted from merely informing residents of tree canopy goals to *involving* residents in decision-making around the tree canopy.



We also intended to provide an engagement plan template including guidelines for inclusive, equitable engagement of the public in local decision-making with:

1. equity at the center of the planning process
2. social-distancing considerations/tools that reach the public inclusively and safely

The resulting tools provided in the Engagement Toolbox have indeed been designed to promote equity and accessibility during a time of social distancing requirements.

Summary of Background Research

Environment Scan

Public engagement requires explicit objectives and clearly articulated expectations for the engaged parties. Engagement plans must be transparent and honest about the level of public participation they hope to achieve. After engagement occurs, participants want to know how their efforts influenced the final plan.

Implications of Virtual Engagement

The COVID-19 pandemic has produced new challenges for engaging the public equitably. Many in-person engagement tools cannot be safely used, and cities have increasingly turned to engaging the public virtually. This has potentially to raise serious equity concerns for five reasons (Roberts and Hernandez, 2019):

- **Availability:** access to high speed internet and phone service is not evenly distributed
- **Affordability:** the cost of internet, smart phones, and computers results in unequal ability to participate in virtual settings for lower income residents.
- **Awareness:** Some people are less likely to look for online engagement opportunities.
- **Ability:** Some groups of people are less likely to have the technological literacy required to participate.
- **Agency:** Some people have more competing priorities and therefore are less likely to figure out how to participate in a virtual engagement with which they are unfamiliar.

These components of digital access should be considered in developing a COVID-safe engagement strategy, especially with an eye towards ensuring that historically



underrepresented groups are not further disenfranchised by the move to virtual formats.

Some Strategies to Mitigate Barriers to Digital Participation

- Select engagement tools that prioritize inclusion over participation
- Expand the time window and provide multiple avenues for engagement
- Involve communities in engagement design
- Use analog tools in tandem with technology

Equity in Public Engagement

Equity involves sharing fairly the burdens and benefits of policy and actions across members of a community (Takei 2014). To achieve equitable outcomes, communities must feel empowered to contribute in planning processes and must feel like their voices are being heard and considered. Equitable participation requires that the people and groups with interest and influence in a project be carefully considered. Engagement must be designed so that all stakeholders are able to participate at an appropriate level (Bryson et al. 2013). Stakeholder ability to participate can be affected by many factors, not limited to:

- not being identified as a stakeholder
- high opportunity cost of participation caused by meeting times and venues
- lack of accessibility services
- lack of information needed to understand topic
- apathy or distrust of institutions doing engagement based on past experiences
- not feeling welcomed to participate, or feeling like an outsider to the dominant culture
- not knowing the expectations of the institution doing engagement

Engagement processes cannot be considered equitable unless the barriers to participation are addressed for all stakeholders. Note that these barriers are aggravated by virtual engagement modes. It is easy to overlook barriers when communities are hindered by distance and technology in forming personal relationships. Equity is especially important when considering the distribution of natural resources. Communities striving to achieve environmental justice must be cognizant of both the positive relationship between green infrastructure and public health outcomes, and the ways in which green infrastructure can drive gentrification and inject wealth into a community (Wilson 2017). To experience equitable outcomes, it is necessary that there is equity in engagement procedure (Lauer et al. 2018). According to a 2014 report on local governments achieving social equity, there are three outcomes of equitable processes (Takei 2014):



- Rectify previous environmental injustices
- Avoid environmental injustices going forward
- Provide equal access to participate in and shape development

All stakeholders have to be aware of and involved in the situation to achieve equitable outcomes.

Public Engagement and Trees

Involving the community in decisions made about urban forest management is a complex task. Trees endow measurable benefits upon a community, including intercepting stormwater, reducing erosion and water pollution, intercepting airborne particulate solution, sequestering carbon, lowering local ambient temperatures, and increasing property values (Coder 2011; Kurn et al. 1994; Behe et al. 2005). At the same time, trees burden residents with measurable costs, including the cost of maintenance, safety hazards from deferred management, and possible gentrification (Raciti et al. 2006). Community members deserve to have their voices heard when considering the distribution of these costs and benefits. Community involvement can ensure that trees provide the right amount of services to residents, but with policies in place that ensure the community-wide benefits don't create potential for gentrification and displacement (Ehrmann 2018).

At the same time, trees are a natural resource that requires silvicultural and arboricultural expertise to maintain at a healthy level. It is inappropriate to expect community members to contribute to highly technical management decisions and can lead to both poor outcomes in natural resources health and "engagement exhaustion" as communities are overburdened with requests that they are not equipped to fulfill.

Engagement Practices in Woodbury

Organizational design literature suggests that understanding Woodbury's "organizational design legacy" will be important in developing an engagement model that is recognizable and legitimate in the eyes of both the city staff that will be conducting the engagement and the public that is being asked to engage (Junginger 2015). It is important that recommendations and tools in this report build on the ways in which Woodbury has engaged residents in the past. Based upon our research, public engagement in Woodbury typically focuses on managing infrastructure or service changes, with the goals of informing, consulting, and occasionally involving members of the community. These engagement goals come from the International Association for Public Participation (IAP²). We identified the following tactics that Woodbury has used in the past:



Table 1: Engagement Tactics Used Previously In Woodbury

Engagement Practice	Surveys	In-person Project Meetings	Intercept Engagements
Benefits	<ul style="list-style-type: none"> + Broad audience + Can be completed any time + Easy to process results 	<ul style="list-style-type: none"> + Two-way communication + Immediate follow-up 	<ul style="list-style-type: none"> + Meet people where they are + Capture specific audience
Drawbacks	<ul style="list-style-type: none"> - Low-priority - Limited breadth of responses 	<ul style="list-style-type: none"> - Limited time - Resource intensive 	<ul style="list-style-type: none"> - Respondents are unprepared
Goal	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • Inform • Consult • Involve 	<ul style="list-style-type: none"> • Inform • Consult
Audience	All residents	Residents living at a particular location	Residents using a particular space

Findings from Interviews

Our research, including extensive interview data, yielded themes in four major categories: philosophies of engagement, approaches to operationalizing engagement, barriers to engagement, and insights into the Woodbury community.

Philosophy of Engagement

- Fundamental question: is engagement project-based or an ongoing effort?



- While most engagement efforts in Woodbury and elsewhere in Washington County are ultimately looking to serve specific projects, there is differentiation with regards to whether those efforts are part of a longer-term conversation with residents that builds on itself over time. We found that this distinction has an impact both on the types of engagement tools being used and on the effectiveness of a given tool.
- Community partnership can be formal or informal
 - Some ongoing community-government relationships have been facilitated by formal structures, such as citizen advisory councils or community liaison programs. On the other hand, we also heard examples of the importance of informal, personal relationships in facilitating inclusive engagement. Community leaders are more likely to help organize their organizations for engagement if they personally know the city staff member who is asking for a favor, rather than hearing generically from Woodbury Public Works.
- Relationships can make a big difference in the effectiveness of a given tool
 - Some tools, such as web surveys, tend to be less effective at hearing from underserved communities. This can be the case for a number of reasons. These communities tend to be less well connected to government communication channels, there tends to be less trust between community members and government, and these communities are more likely to face barriers relating to language and technology access. We heard examples of personal relationships that practitioners had with, for example, faith leaders, helping to mitigate some of these barriers and make a given engagement tool more effective. When a planner or practitioner makes personal acquaintance with a community leader, that leader is able to circulate public engagement opportunities to their congregation knowing that they are referring people to an acquaintance, not just a faceless government agency.
- Audience specification is key to engagement that builds relationships
 - Engagement efforts that clearly define the communities from which they want to hear are more likely to reach underserved communities and tend to prioritize the building of long-term relationships. Engagement efforts that do not define their audiences in detail are more likely to employ one-size-fits-all approaches that do not successfully reach underserved communities or prioritize the long-term relationship building that is needed to do so.



Operationalizing Engagement

- Inclusive engagement efforts tend to use multiple tools
 - Entities that have had more success at engaging underserved communities tend to use multiple communication channels and engagement tools in order to reach their target audiences. For example, in order to reach low income and BIPOC communities with its Community Health Assessment, Washington County's Public Health department supplemented its web survey with a door-to-door effort and pop-up surveying at events, libraries, and food shelves. Similarly, other people we interviewed discussed the importance of following an informational email with phone calls to key people to ensure that the message reaches communities who are less likely to use email and rely more on word of mouth.
- Organizational norms often dictate which tools are used
 - In a number of interviews, we heard indications that organizations tend to prioritize the engagement tools and strategies that have been used in the past. In some cases this is because those are the tools that staff feel prepared and confident using. In others, it's because organizational leaders are resistant to trying new tools or because they lack the resources to add to what they are already doing. These instances point to the importance of taking time early in the engagement planning process to carefully consider engagement goals and audience to ensure that the tools used are appropriate. This will allow staff to ensure that the engagement tactics pursued are not simply a default and justify the use of new practices and resources if need be.
- Organizational resources and capacities often dictate the level of engagement
 - The organizations which are effectively pursuing collaborative engagement with communities have taken the time to develop the capacities and mobilize the resources required to do so. Some good examples include South Washington County Schools' Cultural Liaisons program and the Washington County Parks Community Advisory Council. Entities with fewer relationships in the community and less staff time to put towards engagement tend to conduct engagement that is more focused on informing and consulting with the public, even where they have expressed a desire to have more community involvement in their work. This is not to say that good collaborative engagement is not possible with limited resources, but it is worth noting that the required relationships, staff capacity, and organizational buy-in must be consciously and strategically built over time.



Barriers to Effective Engagement

- The digital divide is a barrier to inclusive engagement, even with relatively high internet access
 - While 94% of Woodbury residents have access to a computer and high-speed internet access (American Community Survey), there are populations that are less likely to engage digitally due to issues relating to attitude, ability, or awareness. Some groups of residents, such as older residents, are less likely to hear about online engagement channels and less likely to choose to use them when they do. The more inclusive engagement efforts that we encountered in interviews often included non-digital tactics or created more intentional virtual spaces, like advisory councils, that prioritize inclusion over broad participation.
- Without trusting relationships, the opportunity to engage is not enough
 - Communities that do not have a strong, trusting relationship with government are less likely to take part in engagement opportunities. Building personal relationships and partnering with trusted community organizations is often an important first step. Some people we spoke to also found that providing incentives or even compensation can be effective at increasing engagement from lower income communities who may have many competing priorities that make engagement difficult (See Inclusive Engagement Checklist in Appendix B for guidance on compensation).
- People have a lot going on right now and may be less likely to seek out engagement
 - With many people pressed with more immediate needs than normal, engaging on other issues may be a lower priority for some people. Practitioners conducting engagement should be cognizant of the requests that they are making of communities, especially historically underrepresented groups. Low burden tools that meet people where they are should be sought out.

Woodbury Community Landscape

- Community relationships tend to be hyper-local
 - The relationships that exist between many community members seem to be neighborhood-based or related to schools, faith communities, youth sports, or similar programs. Working to tap into these existing networks feels like a promising place to look both for relationship-building and amplifying specific engagement efforts with specific stakeholder groups.
- Perception of trees seems to vary based on location of neighborhood



- The older, more established sections of Woodbury have more existing tree canopy, and therefore those residents seem to be more likely to support a vision of Woodbury that emphasizes trees. More newly developed parts of the city have far fewer trees and residents in these areas of the city seem to be less likely to be enthusiastic about planting and maintaining trees on their property. If the Savatree assessment concludes that meeting the tree canopy goals will require meaningful development of the tree canopy on private property, it will be important to continue developing an understanding of residents' attitudes towards trees so that the City might most effectively work to build a vision of a future Woodbury in which trees are a larger part of the landscape.
- There are formal and informal pressures that privilege conformity over diversity
 - Organizations like homeowners' associations put formal rules into place that discourage differentiation between property appearance. Multiple interviews pointed to informal social pressures to conform to a vision of a Woodbury ideal. This dynamic is also reflected in the results of the 2019 Woodbury Community Survey in which fewer than two-thirds residents felt the City is "[valuing] residents from diverse backgrounds" (62%) or "[demonstrating] respect for all residents" (66%). These pressures could be a powerful barrier to working with private landowners to increase tree canopy coverage unless the City can help promote a vision of Woodbury that includes trees.

Recommendations

These recommendations flow both from our background research on engagement practices and from our quantitative and qualitative exploration of the engagement context in Woodbury. Our guiding principles and engagement toolbox seek to outline an engagement approach that operationalizes these recommendations.

1. Coordinate efforts of multiple departments and organizations around trees.

- Establish a standing Tree Committee (modeled after Maple Grove)
 - The City should strive to coordinate messages and efforts across departments.
- Most people and non-government organizations see the City as a singular, united entity. Where possible, the City should also attempt to share information and engagement channels with other public entities (e.g. Washington County, the Metropolitan Council, the library, the school district). Sharing efforts with these public institutions can increase participation, as residents don't feel that they're being asked multiple times to participate in similar engagement efforts.



- *Tool(s) that support this recommendation: Communications Plan Template, Journey Map, Personas*

2. Cultivate a vision of a “Woodbury Ideal” that includes trees.

- Sell the idea of trees! Some Woodbury residents do not want trees on their property, and it will be very difficult to reach the City’s urban tree canopy goals without a major PR campaign to positively encourage public perceptions of trees.
- *Tool(s) that support this recommendation: Powtoon, Draft Public Engagement Plan, Journey Map, Personas, Tree Stewardship Tool*

3. Reach community groups.

- The City should prioritize hearing from groups with whom it has previously been less connected (renters, POC) and community groups can play an important role in doing so.
- Partner with schools, the library, food shelves, youth groups, and faith communities.
- Think regionally. Leverage sites outside of Woodbury to reach residents.
- The City is not always the most well-equipped institution to carry out resident engagement. Institutional distrust and culture clash can discourage stakeholders from participating. The City often lacks the staff time necessary to thoroughly engage individuals and need to be careful to avoid over-engaging the public. The City may replicate work already done by other organizations. To avoid these pitfalls, the City can consult with *anchor institutions* who already have established relationships with residents in the city and county. Anchor institutions like local schools, Saint Ambrose Church, Washington County Libraries, or the Eastern Twin Cities Islamic Center may be able to directly disseminate information, publicize engagement events, build consensus among their members, and provide important knowledge to the City.
- *Tool(s) that support this recommendation: Communications Plan Template, Intentionally Inclusive Engagement Tool, Tree Stewardship Tool, Personas, Journey Map*

4. Use multiple engagement tools to ensure that you reach key audiences.

- Not all engagement has to look the same. Clearly define the engagement audience at the outset. Tailor engagement efforts to the unique characteristics of the audience.
- Digital platforms are well-suited for much of the community (high income, edu level, internet access) but should be paired with in-person tools to be most effective.



- *Tool(s) that support this recommendation: Survey, Focus Group, Intentionally Inclusive Engagement Tool, Personas, Journey Maps*

5. Build long-term relationships

- Shift from reactive engagement to proactive engagement. This benefits historically underrepresented groups as well as majority homeowners.
- *Tool(s) that support this recommendation: Tree Stewardship Tool, Intentionally Inclusive Engagement tool, Personas*

Remaining Questions

There are a few lingering questions that our group has related to public engagement efforts around the urban tree canopy plan update in Woodbury. First, if we develop tools for *involving* the public (rather than *informing* the public) will Woodbury use them, and how will the feedback be used? There is a tendency to provide information to educate the public and we heard many examples of reactive interactions focusing on addressing complaints or a vocal minority rather than proactive engagement that asks authentic questions and uses the feedback to generate solutions. Second, we wonder how the City views the role of private property owners in the urban tree canopy. Put another way, how much does the City want to perpetuate the "Woodbury ideal" (which largely does not include trees) versus challenge it?

Vision for Engagement

Building on the above, we have developed the following vision for what an equitable and inclusive engagement process focused on trees would look like:





Vision Statement:

Woodbury residents will be knowledgeable about trees in their community and feel comfortable sharing their perspective with the City.

Developing the urban tree canopy is not just about increasing the number of trees in the city. People value trees in different ways and to different degrees. Benefits of trees include shade, storm water control, and increasing home values. Negative impacts include future maintenance costs (public and private), gentrification and displacement of vulnerable populations as property values and cost of rent increases. More trees are good for the community as a whole, but not all groups benefit equally. Therefore, it is critical that any decisions to increase the urban tree canopy in the city of Woodbury be made by *involving* a broad group of stakeholders who would be impacted by the decision.



Figure 5: Guiding Principles for Engagement

<p>Guiding Principles</p> <p>The City will involve the public throughout the process of updating the urban tree canopy plan by engagement efforts that:</p>	
	<p>1. Are intentionally inclusive.</p> <p>Connect with a targeted group-- somehow, some way-- rather than simply providing an opportunity for them to engage.</p>
	<p>2. Are culturally relevant.</p> <p>Every engagement effort should look different and be tailored to the specific values, concerns, and needs of each community.</p>
	<p>3. Foster ongoing relationships with under-represented groups.</p> <p>Inclusive feedback on the Urban Tree Canopy Plan Update, as well as future engagement efforts, will be easier and more effective through established relationships.</p>
	<p>4. Communicate transparently and clearly with the public.</p> <p>All goals, efforts, and findings of the public engagement process should be communicated to the public in a clear, transparent, and timely fashion.</p>



Engagement Toolbox

To help Woodbury translate this vision into an effective engagement plan, our team has constructed an engagement toolbox. The toolbox consists of planning resources to aid in crafting an equitable and effective engagement, as well designs for engagement tools that will help the City act on our team's recommendations.

The planning tools include audience personas, a user journey map, a template communications plan, a sample public engagement plan, and a checklist of designing an inclusive engagement effort. High-level descriptions of the planning tools can be found in Appendix B, with links to more detailed write-ups and supporting materials for each tool.

Table 2: Tools for Planning

Tools for Planning	
Tool	Purpose
Personas	Represent key stakeholders to ensure they are reached and included in engagement around the project.
Journey Map	Map all the potential interactions the City could have with stakeholders around this initiative, ensuring a comprehensive and consistent approach across involved departments.
Communications Plan Template	Educate, engage, and build a consistent narrative around the value of trees for community members.
Inclusive Engagement Checklist	Tool to use in planning engagements to ensure that all key stakeholders will be reached. Also forms the basis for evaluating the engagement effort.

The engagement tools include a community education tool, a stewardship tool that maps out an approach to working with private property owners on tree planting and maintenance, a web survey, a focus group design, and a pop-up engagement design aimed at including historically underrepresented groups who are less likely to be reached by more passive engagement tactics. High-level descriptions of the engagement tools can be found in Appendix C, with links to more detailed write-ups and supporting materials for each tool.



Table 3: Tools for Engaging

Tools for Engaging	
Tool	Purpose
Powtoon	Tool for building a vision of a Woodbury Ideal that includes trees.
Tree Stewardship Plan	Map all the potential interactions the City could have with stakeholders around this initiative, ensuring a comprehensive and consistent approach across involved departments.
Strategies for Intercept Engagement	Guidelines to more effective intercept engagements geared specifically towards connecting with underrepresented groups.
Focus Group	Create a space to hear from stakeholders that are unlikely to be captured through general engagement efforts. Intentionally inclusive, culturally relevant, based on relationships.
Survey	Educate the public on trees, gather information that is relevant to both developing the canopy and future engagement around tree stewardship.

Each tool in our toolbox serves to help meet one or more of the recommendations. We do not anticipate that Woodbury will use all the tools for every engagement effort in this project, or any project. This diagram shows how the tools work together to accomplish different purposes.



Figure 6: How the Toolbox Items Support the Recommendations



Appendix A: Woodbury Urban Tree Canopy Goals

WOODBURY URBAN FORESTRY PLAN - TREE CANOPY GOALS		
Year	Canopy Cover	
2020	City-Wide Average: 25%	
	Residential:	35%
	Commercial:	15%
2030	City-Wide Average: 30%	
	Residential:	40%
	Commercial:	20%
2040	City-Wide Average: 40%	
	Residential:	50%
	Commercial:	25%

Table 4. Tree canopy cover goals for the City of Woodbury- project brief



Appendix B: Tools for Planning

This appendix includes high level descriptions of the tools designed to aid in planning and coordinating an effective and inclusive engagement effort, as well as links to more detailed resources for using the tools. These are all great tools for ensuring that the engagement audience is clearly defined, the engagement tools are appropriate for reaching those people, and the plan to communicate those engagement opportunities is strategic and effective.

Table 5: Planning Toolbox

Tools for Planning		
Tool	Audience	Purpose
Personas	Internal	Represent key stakeholders to ensure they are reached and included in engagement around the project.
Journey Map	Internal	Map all the potential interactions the City could have with stakeholders around this initiative, ensuring a comprehensive and consistent approach across involved departments.
Communications Plan Template	Internal	Educate, engage, and build a consistent narrative around the value of trees for community members.
Inclusive Engagement Checklist	Internal	Tool to use in planning engagements to ensure that all key stakeholders will be reached. Also forms the basis for evaluating the engagement effort.



Communications Plan Template

[LINK](#)

Description: Strategic communication is an essential tool for effective public engagement. A communications plan sets the tone and direction for strategic communication activity to ensure tactics and messaging work in harmony to achieve the goals of the public engagement. We have many stakeholders to engage as part of the urban tree canopy project, that range from simply informed to influencing decision-making. The communications plan will ensure the City sends timely and informative messages. In addition, a communications plan will also help:

- Define the best channels to reach target audiences
- Define the timeline and cadence for messages to key internal and external stakeholders
- Ensure accurate, consistent and frequent messages are delivered in a variety of ways
- Measure the effectiveness of our communications efforts by establishing key performance indicators that are aligned with communications tactics

This template can be leveraged for urban tree canopy engagement and repurposed for future public engagement planning/execution.

Journey Map

[LINK](#)

Description: A journey map documents the collection of experiences and actions of a target audience/user. In the case of the urban tree canopy, we will develop journey maps for the key personas identified that will detail touchpoints, goals, questions, motivations, needs, and feelings at each step. The process is used to address needs and pain points which will inform how to best engage with our key audiences regarding the city's tree canopy. Ultimately, the journey map answers "how do we prepare ourselves to deliver what the public desires and deserves?"

Personas

[LINK](#)

Description: To make public-informed decisions regarding the urban tree canopy, it is essential for City of Woodbury officials to understand the needs and desires of community members and to formally incorporate public insights into plan development. The motivations, roles, networks, and needs of residents, as well as the attributes that make them relatable are best translated through the development of personas. Through the persona development process we will be able to:

- Define key segments of residents required for equitable public engagement



- Communicate residents' needs
- Enable resident-centered decision-making
- Check design assumptions

Inclusive Engagement Checklist

[LINK](#)

Previous engagement efforts have not always been successful at soliciting feedback, and have sometimes backfired as residents actively resist attempts to engage them. A checklist for City staff to use in the planning of engagement events will list and briefly describe considerations to create more intentional and welcoming spaces for people of all ages, abilities, faiths, ethnicities, and races. Using this checklist will help to foster more inclusive and equitable engagement efforts.



Appendix C: Tools for Engaging

This appendix includes high level descriptions of the tools designed to engage with residents and coordinating an effective and inclusive engagement effort, as well as links to more detailed resources for using the tools. These tools include a cartoon for informing the stakeholders about the value of trees, a plan for collaborating with residents around tree stewardship and three public input tools: a survey, a focus group, and a set of guidelines for more effective and inclusive intercept engagements. The survey is intended to capture input from a broad range of residents, whereas the focus group and intercept engagements represent two approaches for reaching specific key audiences whose inclusion the City wants to prioritize. We are recommending that the City pair the survey with either focus groups or intercept engagements in order to capture public input.

Table 6: Engaging Toolbox

Tools for Engaging			
Tool	Engagement Goal	Purpose	Potential Partners
Powtoon	Inform	Tool for building a vision of a Woodbury Ideal that includes trees.	
Tree Stewardship Plan	Collaborate	Map all the potential interactions the City could have with stakeholders around this initiative, ensuring a comprehensive and consistent approach across involved departments.	Tree Trust, Woodbury Thrives, MN Society of Arboriculture, Woodbury Heritage Foundation
Strategies for Intercept Engagement	Consult or Involve	Guidelines to more effective intercept engagements geared specifically towards connecting with underrepresented groups.	School District, Library, Food Shelves, Civic Orgs, Grocery Stores, Churches
Focus Group	Consult or Involve	Create a space to hear from stakeholders that are unlikely to be captured through general engagement efforts. Intentionally inclusive, culturally relevant, based on relationships.	School District, Eastern Twin Cities Islamic Center, Library, Churches
Survey	Consult	Educate the public on trees, gather information that is relevant to both developing the canopy and future engagement around tree stewardship.	Schools, ETCIC, Library, Churches, Civic Orgs



Make Your House a Home Powtoon

[LINK](#)

This short, engaging cartoon video will provide residents with a basic understanding of the personal and community benefits of trees. There are many different departments within the City of Woodbury, as well as County and private partners, that do work related to the urban tree canopy. However, there does not seem to be a coordinated effort across these different groups about the value of the canopy and the messages that are most appropriate for different stakeholder groups. Having one video resource will provide a consistent message that can be shared by many different people, in a digestible format that is more likely to be consumed than a document.

The main purpose of this Powtoon is to increase community education and awareness about how they can personally experience the benefits of Woodbury's tree resources (e.g. lower utility bills, raised property values). A second goal of the Powtoon is to direct people to survey and other engagement efforts related to the Urban Tree Canopy Plan update. The City of Woodbury can leverage modern media (social platforms, video tools, interactive mapping) to reach Woodbury residents. It can be used before, during, and after launch of the Urban Tree Canopy Plan update. The Powtoon will be editable by one designated Woodbury staff person so the call to action at the end of the video can be customized to fit the phase of the project. Clicks, views, and share metrics will likely be the most effective evaluation criteria for this tool.

Tree Stewardship Plan

[LINK](#)

Urban tree initiatives are made more successful and sustainable when the community has a sense of ownership and stewardship with neighborhood trees. Included here is a list of organizations for the City to forge and foster relationships with who can, in turn, recruit their own members, partners, and neighbors to be tree stewards in Woodbury. Also included is a proposal for an annual Community Tree Stewardship event, which is intended to foster education and action among residents for expanding the tree canopy. It is intended to simultaneously lower the barrier for planting healthy trees at residents' own homes, and to provide opportunities for residents to get to know their local tree individuals. Success of this program could be evaluated by participation in the proposed event. This tool will be most useful after the plan has been approved and implemented. It will engage organizational partners, residents, and private land owners and land managers



Survey Tool

[LINK](#)

This survey instrument is aimed at communicating important information to the public and collecting key input on topics relevant to decision-making in the Urban Tree Canopy Plan revision process. It will also be useful in identifying residents and communities with particular enthusiasm for tree canopy development who might play a role in future efforts. While surveys have limitations in the breadth and inclusiveness of the input they collect, the design seeks to mitigate these limitations wherever possible and collect the data points necessary to evaluate the inclusiveness of results. This survey should be paired with some of the other included tools that explicitly seek to inclusively capture the input of key stakeholder groups.

Strategies for Intercept Engagement

[LINK](#)

These strategies will provide ideas for Woodbury staff to intercept the public in places where they work, shop, and interact in the community. Public Engagement practitioners now recognize that a “one size fits all” approach (such as traditional Public Meetings) is rarely effective in reaching historically underrepresented groups. In order to reach those who have not been previously engaged in city decisions (especially people of color and low-income households), City staff must employ more intentional and targeted efforts to reach this population in the spaces where they are on a daily basis: grocery stores, hair salons, the food shelf, at school, etc. This list of intercept engagement strategies will help guide staff to “go where the people are” and lead pop-up engagement. A public-facing postcard is included to use in these engagement efforts and also to direct residents to the full survey. These ideas for pop-up engagement can be adapted to fit any point in the process, and it is recommended that they be used repeatedly to help build long-term relationships with community members that will yield greater engagement in the future.

Focus Group Tool

[LINK](#)

This is a tool for collecting input from key stakeholder groups that have historically been underrepresented in public engagement or are unlikely to be adequately represented in traditional engagement channels, such as surveys or public meetings. These small events are designed to be paired with the survey tool in order to ensure that the engagement process as a whole is inclusive of key stakeholder perspectives. They also present excellent opportunities to build new relationships with historically underrepresented



communities, laying the groundwork for easier and more inclusive engagement in the future.



Appendix D: Supplemental Materials

List of Interviewees *(listed in alphabetical order by last name)*

Mike Adams—Parks Planner, City of Woodbury

Emily Ball—Forester, City of Lakeville

Megan Beck—Communications Specialist, City of Woodbury

Dana Boyle—Resident, Volunteer Tamarack Nature Preserve

Theron Drier—Public Works Coordinator, City of Woodbury

Dana Dumbacher—Community Services Policy Analyst, Washington County Development Agency

Margaret Gardner—Senior Library Manager, R.H. Stafford Library (Washington County Library system)

Angie Hong—Washington Conservation District

Brittney Klingl—Middle School Teacher, ISD 622

Mike Noreen—Forester, City of River Falls

Mary Parenteau—Chair of Arbor Committee, City of Maple Grove

Jason Posel—Coordinator of Multicultural Advisory Committee, City of Woodbury

Sandra Saucedo-Falagan—Achievement and Integration Department Coordinator, South Washington County Schools

Connor Schaefer—Planner, Washington County Parks

Eric Searles—City Planner, City of Woodbury

Stephanie Souter—Program Supervisor, Washington County Public Health

Stephanie Wang—Resident, Volunteer, Tamarack Nature Preserve

Karen Zumach—Director of Community Forestry, Tree Trust



Semi-Structured Interview Guide

Our team used this interview guide as a base for our research interviews.

Research Question: What tools can the City of Woodbury use to equitably and effectively involve residents in the future of Woodbury's urban tree canopy.

Introduction: Thanks for agreeing to meet with us. This interview is for a public engagement capstone project at the Humphrey School, working in conjunction with the Resilient Communities Project. We hope to attribute your answers to you, but can make any part of your comments anonymous, if you wish. Do you have any questions before we begin?

Questions: (for Woodbury Staff, likely consumers of engagement input or people who would be signing off on our model)

1. Does your department do public engagement? IF NO→ SKIP TO Q2
 - For who? (the City of Woodbury?)
 - What kinds of data do you use to create plans/improve processes for your department?
 - How have you effectively engaged the public in the past?
 - What kinds of engagement have been effective during COVID?
 - What other similar cities do public engagement well?
- What has been the objective of the engagement efforts you've been involved with?
 - To inform/educate residents...
 - To get feedback from residents...
 - To involve residents in the decision-making process...
- How have the School District, County, local churches been involved in previous engagement efforts?
- What kinds of tools do you wish the City could use to communicate with residents?
 - How has the City used Social Pinpoint in previous engagement efforts?
 - How widespread is technology access?
- How would you evaluate the engagements you've participated in?
 - What is an example of a success?
 - What is an example of a failure?
2. What people, groups, or communities in Woodbury should be engaged in public decisions?
 - How well do you think the City does in communicating with and engaging diverse stakeholders?
 - How has the City has communicated with different groups in the past?
 - Are there people, groups, or communities that the City has had a harder time engaging?
 - What do you think has contributed to those challenges?
 - How have you effectively engaged historically under-represented groups (HUGS)? (People of color, women, youth, young adults, young families, people with disabilities, immigrants, low income individuals, people who are housing insecure/ homeless.)
 - Where do you reach under-represented populations in engagement efforts?
 - How have other Departments at the City engaged HUGS?
3. Should residents have more or less influence in decision-making processes in your department?
 - What about in the city more generally?
 - What are residents' expectations around being engaged in city decisions?



- Do you think the City of Woodbury effectively communicates with residents now?
 - How do you think Woodbury residents are used to engaging or expect to be engaged?
 - In your experience, what forms of input are likely to be used by the City?
4. How should Woodbury's tree canopy goals be determined?
 - What is you/your department's involvement with Woodbury's tree resources?
 - What other communities have effectively engaged the public in their urban tree canopy plan?
 - What other cities have an equitable urban tree canopy plan?
 - What kind of engagement has been effective around your urban tree canopy/ green spaces?
 - Why should Woodbury residents care about trees?
 5. Would you be willing to continue supporting our work on this project?
 - Who else should I be talking to in order to inform this project?
 - Would you be willing to review prototypes of materials/ tools we create for this project?
 - Could you share any examples of materials you have used to promote or conduct previous engagement efforts?

Questions (Resident)

1. How do you communicate with the City as a resident?
2. How do you communicate with the City as a volunteer?
3. Do you think the City effectively informs/educates residents?
4. Do you think the City effectively solicits feedback from residents?
5. Do you think the City appropriately involves residents in decision-making processes?
6. Should there be more trees in Woodbury? Should the responsibility for those trees be public or private?
7. What else should I have asked you? What did I miss?
8. Would you be willing to review prototypes of materials/ tools we create for this project?

Questions (for people who have been a part of previous Woodbury engagement efforts, from whom we want to understand background/context)

Background: As I mentioned in my email, we're working with the Department of Public Works to develop a covid-safe engagement model to aid and inform them in their current efforts to revise their urban tree canopy plan for the coming decade. At this point, we are seeking to get a solid handle on relevant background information for the project. In addition to doing research on emerging practices for remote engagement, we are speaking with people in Woodbury who have been involved with public engagement and communications in order to develop our understanding both of the Woodbury community and the ways in which the municipal government has pursued engagement in the past.

1. What has been your (or your department's) role in public engagement efforts for the City of Woodbury?
2. What has been the objective of the engagement efforts you've been involved with?
3. What have the engagements looked like? (events, communications, input collection mechanisms, etc..)
 - How has the City approached informing/educating residents in the past?
 - How has the City approached getting resident input?
4. How has success of engagements been evaluated?
5. How would you evaluate the engagements you've participated in?
 - What is an example of a success?

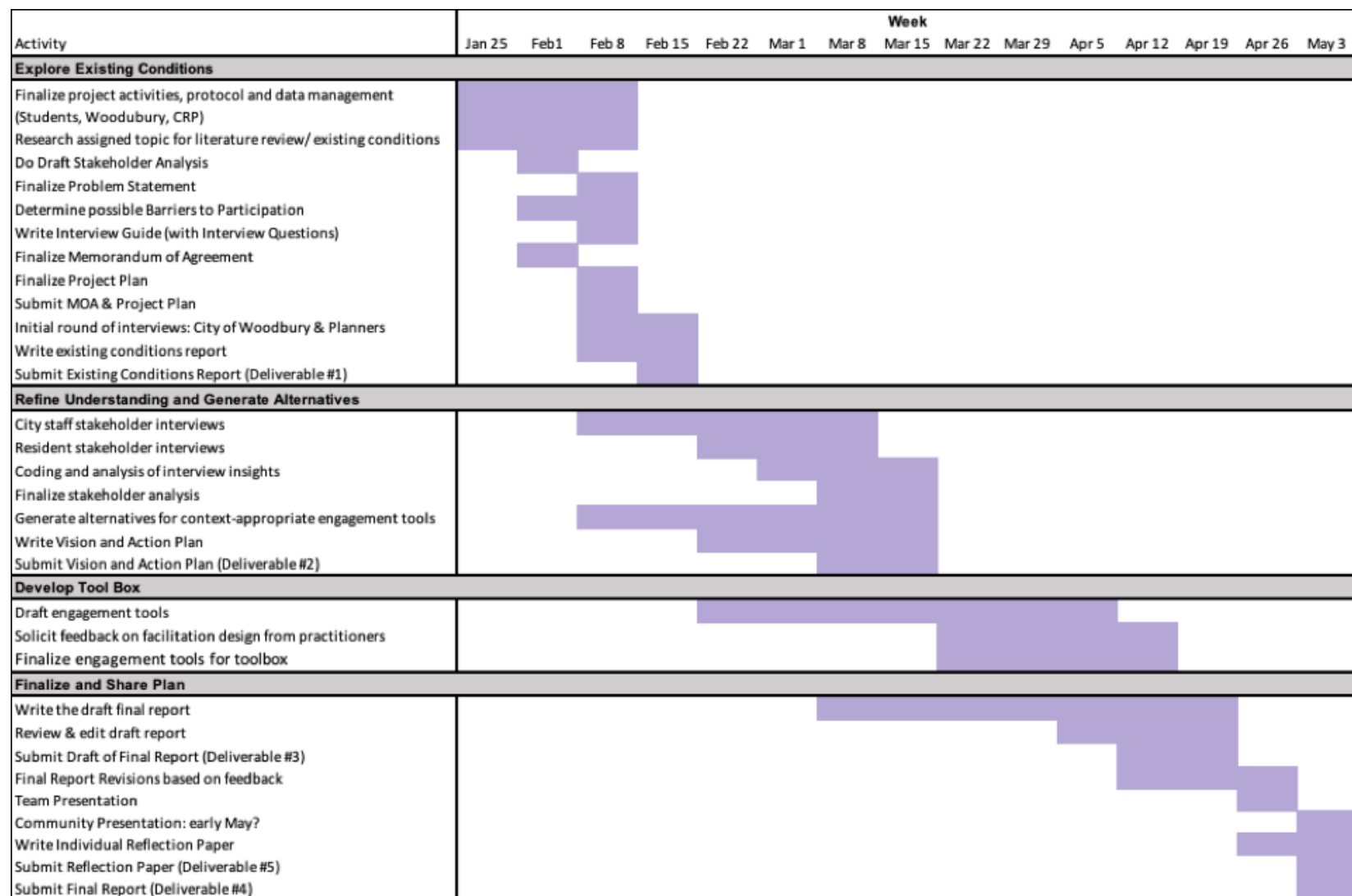


- What is an example of a failure?
- 6. In your experience, what forms of input are likely to be used by the City?
- 7. How do you think Woodbury residents are used to engaging or expect to be engaged?
- 8. Who do you think we should be considering when thinking about the people, groups, or communities in Woodbury that should be engaged? (stakeholder question)
- 9. Are there people, groups, or communities that the City has had a harder time engaging in the past?
 - a. What do you think has contributed to those challenges?
 - b. What should I know about how the City has communicated with different groups in the past?
 - c. How well do you think the City does in communicating with and engaging diverse stakeholders?
- 10. We're trying to build the best possible understanding about how to build an effective engagement model, who should be engaged, and what will make the community input useful to people in the City. Who else do you think I should talk to?
 - Residents? Community leaders? Community orgs?
 - City staff?
- 11. From a communications perspective, what are factors you'd like our group to be taking into consideration when designing this engagement model?
- 12. Given that our project will certainly have a communications component, how (and to what extent) would you (or others in your department) like to be involved in our design process moving forward?
- 13. Would it be ok for us to follow up with you as further questions arise or as we have deliverables that involve a communications component?
- 14. Is there anything else you think we should know or think about when we're working on this model?
- 15. Are there any other resources we should be taking advantage of in our efforts to better know and understand the Woodbury community?



Project Work Plan

Figure 7: Project Work Plan



IAP2 Spectrum of Public Participation

Figure 8:IAP2 Specturm

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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